

# Chapter 11

Student: \_\_\_\_\_

1. Referent power operates primarily on the principle of fear.  
True False
2. The personal forms of power are more strongly related to organizational commitment and job performance than are the organizational forms.  
True False
3. Rational persuasion is the only tactic that is consistently successful in the case of upward influence.  
True False
4. Coalitions and collaborations are two of the most effective influence tactics.  
True False
5. Influence tactics are most successful when they are either used in combination or "softer" in nature.  
True False
6. Engagement reflects a shift in the behaviour of the employees but not their attitudes.  
True False
7. Two aspects of political skills are networking ability and social astuteness.  
True False
8. Organizational factors that are the most likely to increase politics are those that raise the level of uncertainty in the environment.  
True False
9. In a conflict, compromise results in the best outcomes and reactions from both parties.  
True False
10. Power and influence have a moderate negative effect on organizational commitment.  
True False
11. Because a person has the ability to influence others does not mean he/she will actually choose to do so.  
True False
12. Organizational power and personal power are two major dimensions of power.  
True False
13. Legitimate power gives a person the right to ask employees to do something outside the scope of their jobs or roles within the organization.  
True False
14. Reward power and coercive power are somewhat intertwined with referent power.  
True False
15. It is impossible for a person to possess all of the forms of power at the same time.  
True False
16. The situations which revolve around the idea that the more other employees depend on a person, the more powerful that person becomes, increase or decrease the degree to which individuals can use their power to influence others.  
True False

17. Substitutability represents how important a person's job is and how many people depend on that person to accomplish their tasks.  
True False
18. The absolute power of the "influencer" and "influencee" is as important as the disparity between them.  
True False
19. There are four types of tactics that individuals can use to try to influence others.  
True False
20. Ingratiation has been shown to be more effective when used as a short-term strategy.  
True False
21. Apprising requires that the requestor have something of value to offer.  
True False
22. For a leader, compliance is the best outcome, because it results in employees putting forth the greatest level of effort in accomplishing what they are asked to do.  
True False
23. Environments that are perceived as extremely political have been shown to cause higher job satisfaction, decreased strain, higher job performance, and higher organizational commitment among employees.  
True False
24. Avoiding is an important strategy to think about when the individual has less power than the other party.  
True False
25. Individuals will typically use a competing strategy when the issue is really not that important to them but is very important to the other party.  
True False
26. Collaboration is perhaps the most common form of conflict resolution whereby each party's losses are offset by gains and vice versa.  
True False
27. Repeated uses of coercive power or repeated reliance on hard influence tactics such as pressure or coalitions could actually increase organizational commitment levels.  
True False
28. When an individual draws on coercive sources of power, a stronger emotional bond can be created with the employee, boosting affective commitment.  
True False
29. Distributive bargaining is most appropriate in situations in which multiple outcomes are possible, there is an adequate level of trust, and parties are willing to be flexible.  
True False
30. Integrative bargaining is similar in nature to a competing approach to conflict resolution.  
True False
31. If Lynn wants an influence tactic that is consistently successful in upward influence, she should utilize ingratiation.  
True False

32. \_\_\_\_\_ can be defined as the ability to influence the behaviour of others and to resist unwanted influence in return.
- A. Pressure
  - B. Power
  - C. Ingratiation
  - D. Leadership
  - E. Substitutability
33. Major types of power can be grouped along two dimensions:
- A. internal and external
  - B. personal and professional
  - C. organizational and personal
  - D. professional and organizational
  - E. upward and downward
34. Legitimate, reward, and coercive powers are called \_\_\_\_\_ powers.
- A. internal
  - B. personal
  - C. external
  - D. organizational
  - E. directional
35. Expert and referent powers are called \_\_\_\_\_ powers.
- A. internal
  - B. personal
  - C. external
  - D. organizational
  - E. directional
36. Organizational powers include which of these?
- A. Legitimate, expert, and referent
  - B. Reward, expert, and referent
  - C. Coercive, reward, and expert
  - D. Reward, expert, and legitimate
  - E. Coercive, legitimate, and reward
37. Personal powers include
- A. expert and referent
  - B. reward and expert
  - C. coercive and reward
  - D. reward and legitimate
  - E. coercive and legitimate
38. \_\_\_\_\_ power is derived from a position of authority inside the organization.
- A. Legitimate
  - B. Reward
  - C. Coercive
  - D. Expert
  - E. Referent
39. Which power is sometimes referred to as "formal authority?"
- A. Coercive
  - B. Reward
  - C. Legitimate
  - D. Referent
  - E. Expert

40. Susan Summerville is a department manager at P&G, Inc. Her title and position gives Susan which of these powers?
- A. Expert
  - B. Reward
  - C. Coercive
  - D. Referent
  - E. Legitimate
41. Mary Jane, manager at Kids Klothing, asked three of her employees to stay after they closed for the day to re-do the window display and rearrange the entire floor set-up for new merchandise. Mary Jane is exercising which of these powers?
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
42. \_\_\_\_\_ power exists when someone has control over the resources another person wants.
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
43. Marcus is tired of working late shift and wants better hours at Personal Deliveries International. He has decided to talk to Martha who sets the schedule for all employees at the company. Martha has which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
44. Which power exists when a person has control over punishments in an organization?
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
45. Which power operates primarily on the principle of fear?
- A. Legitimate
  - B. Expert
  - C. Reward
  - D. Referent
  - E. Coercive
46. \_\_\_\_\_ power is generally regarded as a poor form of power to use regularly, because it tends to result in negative feelings toward those that wield it.
- A. Referent
  - B. Expert
  - C. Reward
  - D. Coercive
  - E. Legitimate

47. Which power is derived from a person's skill or knowledge on which others depend?
- A. Referent
  - B. Expert
  - C. Reward
  - D. Coercive
  - E. Legitimate
48. JoAnna has worked with computers and can identify just about anything that may not be working on any computer. All the coworkers seek her help when they run into any computer-related problems. JoAnna has which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
49. \_\_\_\_\_ power exists when others have a desire to identify and be associated with a person.
- A. Referent
  - B. Expert
  - C. Reward
  - D. Coercive
  - E. Legitimate
50. Sally is a very popular radio talk show host. She takes people questions and offers advice on relationships of all kinds and best ways to achieve balance in life. Sally has a huge following and people actually listen to her and try to emulate her. Sally has which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
51. "Insist on compliance if appropriate" is a suggested guideline for using which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
52. "Don't promise more than you can deliver" is a suggested guideline for using which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
53. "Respond to infractions promptly and without favoritism" is a suggested guideline for using which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert

54. "Provide evidence that a proposal will be successful" is a suggested guideline for using which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
55. "Use sincere forms of ingratiation" is a suggested guideline for using which of these powers?
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert
56. All of these are suggested guidelines for using referent power except:
- A. show acceptance and positive regard
  - B. act supportive and helpful
  - C. defend and back up people when appropriate
  - D. do unsolicited favors
  - E. offer rewards which are fair and ethical
57. All of these are suggested guidelines for using legitimate power except:
- A. show acceptance and positive regard
  - B. make polite, clear requests
  - C. explain the reason for the request
  - D. don't exceed your scope of authority
  - E. follow up to verify compliance
58. All of these are suggested guidelines for using expert power except:
- A. provide evidence that a proposal will be successful
  - B. don't make rash, careless, or inconsistent statements
  - C. provide ample warnings
  - D. listen seriously to person's concerns and suggestions
  - E. act confidently and decisively in a crisis
59. All of these are suggested guidelines for using coercive power except:
- A. Explain rules and requirements and ensure people understand the serious consequences of violations
  - B. Don't make rash, careless, or inconsistent statements
  - C. Respond to infractions promptly and without favoritism
  - D. Investigate to get facts before following through
  - E. Provide ample warnings
60. John has just recently been promoted to be a line manager. He is trying to learn about how to use the reward power. Which of the following would you suggest as a guideline for using reward power?
- A. Explain rules and requirements and ensure people understand the serious consequences of violations
  - B. Don't make rash, careless, or inconsistent statements
  - C. Don't promise more than you can deliver
  - D. Listen seriously to person's concerns and suggestions
  - E. Do unsolicited favours
61. Which of these is not a contingency of power?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility

62. The degree to which people have alternatives in accessing resources refers to which of these?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
63. \_\_\_\_\_ refers to the degree to which managers have the right to make decisions on their own.
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
64. Which of these represents how important a person's job is and how many people depend on that person to accomplish their tasks?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
65. \_\_\_\_\_ is how aware others are of an individual's power and position.
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
66. Kendra is a procurement manager at MK Trading. Her job entails approving all purchasing requests from various departments. However, she has the ability and authority to deny a purchase request if she is not convinced that it is necessary. Employees and department managers at MK Trading have no other alternative but to try to convince Kendra with their requests if they want to procure the items. Which contingency factor is giving Kendra the ability to influence others?
- A. Low centrality
  - B. Low discretion
  - C. Low substitutability
  - D. Low ingratiation
  - E. Low visibility
67. Ramona is a department head supervising 14 employees. Although she has good ideas when it comes to motivating her employees, Ramona is required to follow the company's well established policies and rules. This is seriously affecting her ability to influence her employees. Which contingency factor is affecting Ramona's ability to influence others?
- A. Low centrality
  - B. Low discretion
  - C. Low substitutability
  - D. Low ingratiation
  - E. Low visibility
68. \_\_\_\_\_ is the use of an actual behaviour that causes behavioural or attitudinal changes in others.
- A. Influence
  - B. Discretion
  - C. Power
  - D. Ingratiation
  - E. Visibility

69. All of these influence tactics are considered the "most effective" except:
- A. rational persuasion
  - B. inspirational appeals
  - C. consultation
  - D. collaboration
  - E. coalitions
70. On average, which of the following influence tactic is least effective?
- A. Ingratiation
  - B. Coalitions
  - C. Consultation
  - D. Collaboration
  - E. Personal appeals
71. All of the following influence tactics can be considered moderately effective except:
- A. ingratiation
  - B. exchange
  - C. consultation
  - D. apprising
  - E. personal appeals
72. Which of the following influence tactic is "moderately effective" on average?
- A. Ingratiation
  - B. Coalitions
  - C. Consultation
  - D. Collaboration
  - E. Inspirational appeals
73. Which of the following influence tactic is considered "most effective" on average?
- A. Ingratiation
  - B. Coalitions
  - C. Consultation
  - D. Exchange
  - E. Personal appeals
74. Any time Rodney needs to convince others, he brings logical arguments and hard facts. It is very difficult to not see his viewpoint and consider his requests when he asks for something. Rodney is using which of these influence tactics?
- A. Rational persuasion
  - B. Inspirational appeals
  - C. Consultation
  - D. Ingratiation
  - E. Exchange
75. As a manager, Marci has figured out what makes her employees fired up. She makes every effort to connect her important requests to their values and ideals, thereby creating an emotional and attitudinal reaction. Marci is using which of these influence tactics?
- A. Rational persuasion
  - B. Inspirational appeals
  - C. Consultation
  - D. Ingratiation
  - E. Exchange

76. The Dean of College of Business at EduNational University has decided to pursue a coveted accreditation for the college. To get the faculty's buy-in and support for the process, she has created a faculty-driven process where faculty participate in the accreditation process every step of the way and they decide how to carry out the process under her guidance. This process has increased the faculty commitment who now have a stake in seeing the process succeed and the goal of accreditation accomplished. The Dean has used which of these influence tactics?
- A. Rational persuasion
  - B. Personal appeals
  - C. Consultation
  - D. Ingratiation
  - E. Exchange
77. \_\_\_\_\_ is the use of favors, compliments, or friendly behaviour to make the target feel better about the influencer.
- A. Apprising
  - B. Personal appeals
  - C. Consultation
  - D. Ingratiation
  - E. Exchange
78. "Sucking up" refers to which of these influence tactics?
- A. Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange
79. Stacy is the department manager at UL Industries, an electronic appliance manufacturer. In order to meet the sales target that Stacy has, she offered to her sales staff the following deal: If each individual increased their sales target by 20 percent for the month, she would meet the company's goals. If she meets the company's goals, all employees in sales gets a three day paid vacation to the nearby resort. Stacy is using which of these influence tactics?
- A. Pressure
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange
80. Which of these occurs when the requestor clearly explains why performing the request will benefit the target personally?
- A. Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange
81. Which of these is the use of coercive power through threats and demands?
- A. Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Pressure

82. In order to bring Josh, the marketing manager, on board with the idea of new product introduction at Mountain City Coffee, Evan, the operations manager, enlisted the help of Laura and Ellen, two top sales people for the company. Evan is using which of the influence tactics?
- A. Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Pressure
83. Behavioural and attitudinal change occurs in which of the responses to influence attempts?
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement
84. Only behavioural change occurs in which of the responses to influence attempts?
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement
85. In which of the responses to influence attempts there is no behavioural or attitudinal change that takes place?
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement
86. When the target of influence agrees with and becomes committed to the influence request, which of the following responses to influence tactics occurs?
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement
87. Which of these responses to influence tactics occurs when targets of influence are willing to do what the an individual asks, but they do it with a degree of ambivalence?
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement
88. Actions by individuals that are directed toward the goal of furthering their own self-interests refer to which of these?
- A. Leadership
  - B. Power
  - C. Negotiation
  - D. Organizational politics
  - E. Substitutability

89. Shawn has the ability to effectively understand others at Trade Tools, Inc. (TTI), where he is a manager, and he can use that knowledge to influence others in ways that enhance his own and/or TTI's objectives. Shawn's ability can be described as which of these?
- A. Conceptual skills
  - B. Ingratiation skills
  - C. Political skills
  - D. Negotiation skills
  - E. Technical skills
90. Political skill involves all of these except
- A. social astuteness
  - B. networking ability
  - C. interpersonal influence
  - D. apparent sincerity
  - E. technical know how
91. All of these are organizational characteristics that foster organizational politics except
- A. limited resources
  - B. low self-monitoring
  - C. ambiguity in roles
  - D. high performance pressure
  - E. unclear performance evaluations
92. Which of these is a personal characteristic that fosters organizational politics?
- A. Machiavellianism
  - B. Limited resources
  - C. Ambiguity in roles
  - D. High performance pressure
  - E. Unclear performance evaluations
93. High assertiveness and low cooperation represents which style of conflict resolution?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating
94. Low assertiveness and low cooperation represents which style of conflict resolution?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating
95. Low assertiveness and High cooperation represents which style of conflict resolution?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating
96. High assertiveness and high cooperation represents which style of conflict resolution?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating

97. Moderate assertiveness and Moderate cooperation represents which style of conflict resolution?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating
98. In a conflict situation, when Rohan attempts to get his own goals met without concern for the other party, he is utilizing which of these conflict resolution styles?
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating
99. Which style of conflict resolution creates a win-lose approach?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
100. Which style of conflict resolution creates a win-win approach?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
101. Which style of conflict resolution creates a lose-lose approach?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
102. \_\_\_\_\_ occurs when one party wants to remain neutral or stay away from conflict to let things cool down.
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding
103. In a conflict with Sara, Margie gives in to all of Sara's demands and acts in a completely unselfish way. This describes which style of conflict resolution?
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding
104. When both parties work together to maximize outcomes, which style of conflict resolution occurs?
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding

105. Which style of conflict resolution is generally regarded as the most effective?
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding
106. Which form of conflict resolution is the most common?
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding
107. A competing conflict resolution style should be used during all of these situations except
- A. when quick decisive action is vital
  - B. on important issues for which unpopular actions need implementation
  - C. on issues vital to company welfare when you know you are right
  - D. against people who take advantage of noncompetitive people
  - E. to build social credits for later issues
108. An avoiding conflict resolution style should be used during all of these situations except
- A. when an issue is trivial
  - B. when potential disruption outweighs the benefits of resolution
  - C. on issues vital to company welfare when you know you are right
  - D. to let people cool down and regain perspective
  - E. when others can resolve the conflict more effectively
109. A collaborating conflict resolution style should be used during which of these situations?
- A. When an issue is trivial
  - B. To merge insights from people with different perspectives
  - C. On issues vital to company welfare when you know you are right
  - D. To let people cool down and regain perspective
  - E. When others can resolve the conflict more effectively
110. An accommodating conflict resolution style should be used during all of these situations except
- A. to build social credits for later issues
  - B. when harmony and stability are especially important
  - C. to minimize loss when you are outmatched and losing
  - D. to allow subordinates to develop by learning from mistakes
  - E. to achieve temporary settlements to complex issues
111. Power and influence have a \_\_\_\_\_ effect on performance and a \_\_\_\_\_ effect on commitment.
- A. moderate positive; moderate negative
  - B. strong positive; strong negative
  - C. moderate positive; moderate positive
  - D. strong negative; strong positive
  - E. weak positive; moderate negative
112. A process in which two or more independent individuals discuss and attempt to come to an agreement about their different preferences refers to
- A. ingratiation
  - B. negotiation
  - C. substitutability
  - D. coalition
  - E. organizational politics

113. Which of these involves a win-lose negotiating over a "fixed-pie" of resources?
- A. Substitutability
  - B. Ingratiation
  - C. Distributive bargaining
  - D. Coalition building
  - E. Integrative bargaining
114. \_\_\_\_\_ is aimed at accomplishing a win-win scenario by using problem solving and mutual respect to achieve an outcome that is satisfying to both parties.
- A. Substitutability
  - B. Ingratiation
  - C. Distributive bargaining
  - D. Coalition building
  - E. Integrative bargaining

**Scenario: Senior Centers of America**

Tom, Dick, and Harry are employees at Senior Centers of America (SCA). They report to Mary who is the department manager. Mary has tremendous amount of freedom to make decisions on how she manages her employees. Mary recently gave Tom the preferred shift for his outstanding service to the senior citizens of SCA along with an employee of the month award. In his acceptance speech, Tom indicated he is simply trying to emulate Harry who is so liked by all the seniors at SCA. He admires Harry and has learned so much by just observing him. Dick, feeling left out, has started to enlist other employees in the department to help influence Mary for next month's award.

115. Given her position as the department manager, Mary has which of these powers?
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
116. Harry commands which of these powers?
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
117. When Mary gives Tom his preferred shift, she is exhibiting which of these powers?
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert
118. Tom is utilizing which influence tactics?
- A. Pressure
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange
119. Mary's freedom to make her decisions describes which contingency of power?
- A. Influence
  - B. Discretion
  - C. Power
  - D. Ingratiation
  - E. Visibility

**Scenario:City Place, Inc**

A project team at City Place, Inc. (CPI) is in a high strung conflict situation about which of three new products to introduce. Susan, the vice-president of new products, is looking for a win-win situation in resolving this conflict. However, Amanda is being very aggressive about her choice and is clearly unwilling to cooperate. Wanda wants the team members to get along and move forward so she argues that she is willing to give in to Amanda's preference for new product introduction. Lynn is quite tired of the team bickering and has decided to read up on and pursue the most effective influence tactics so she can bring about a change in her team.

120.Susan is looking for which style of conflict resolution?

- A. Competing
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating

121.Amanda appears to be exhibiting which style of conflict resolution?

- A. Competing
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating

122.Wanda shows which style of conflict resolution?

- A. Competing
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating

123.Lynn should know that all of these influence tactics are the most effective on average except:

- A. collaboration
- B. inspirational appeals
- C. consultation
- D. coalitions
- E. rational persuasion

124.\_\_\_\_\_ power exists when one person believes that another has the ability to punish him/her and is willing to use that power.

- A. Referent
- B. Expert
- C. Reward
- D. Coercive
- E. Legitimate

125.Bill Clinton, Angelina Jolie, and Peyton Manning possess which of the following powers to some degree because others want to emulate them?

- A. Coercive
- B. Legitimate
- C. Reward
- D. Referent
- E. Expert

126. Oprah Winfrey is the chairperson of Harpo, Inc. The people who watch Oprah on TV or listen to her on satellite radio admire her views and often seek to emulate her actions. This suggests that Oprah Winfrey clearly wields an incredible amount of \_\_\_\_\_ power.
- A. coercive
  - B. legitimate
  - C. reward
  - D. referent
  - E. expert
127. Individuals that control resources to which no one else has access can use their power to gain greater influence. This is associated with which of the following contingency factors?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
128. When managers are forced to follow organizational policies and rules, their ability to influence others is reduced. This explains which contingency factor?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
129. Individuals who perform critical tasks and interact with others regularly have a greater ability to use their power to influence others. These individuals exhibit which contingency factor?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
130. If everyone knows that an individual has a certain level of power, the ability to use that power to influence others is likely to be high. Which contingency factor is expressed in this statement?
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility
131. To use \_\_\_\_\_ effectively, individuals must have insight into what kinds of things are important to the target.
- A. rational persuasion
  - B. inspirational appeals
  - C. consultation
  - D. ingratiation
  - E. exchange
132. Which tactic increases commitment from a target, who now has a stake in seeing that his/her opinions were right?
- A. Rational persuasion
  - B. Personal appeals
  - C. Consultation
  - D. Ingratiation
  - E. Exchange

133. \_\_\_\_\_ involves the individual helping complete the task, providing required resources, or removing obstacles that make task completion difficult.
- A. Rational persuasion
  - B. Personal appeals
  - C. Collaboration
  - D. Ingratiation
  - E. Exchange
134. Some employees are willing to manipulate and deceive others to acquire power. Which of the following tendencies do such employees have?
- A. Ingratiation
  - B. Egoism
  - C. Machiavellian
  - D. Substitutability
  - E. Narcissism
135. \_\_\_\_\_ occurs most often when one party has high levels of organizational power and can use legitimate or coercive power to settle the conflict.
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
136. Which style should be used in a situation in which the individual knows he or she is right and a quick decision needs to be made?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
137. Which of the following can never really resolve a conflict?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating
138. Which strategy is used by the individuals when the issue is really not that important to them but is very important to the other party?
- A. Accommodating
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Avoiding
139. Which form of conflict resolution requires full sharing of information by both parties, a full discussion of concerns, relatively equal power between parties, and a lot of time investment to arrive at a resolution?
- A. Accommodating
  - B. Compromise
  - C. Collaboration
  - D. Competing
  - E. Avoiding

140. Which of the following statements about the effects of power and influence on performance and commitment is true?
- A. Power and influence have a weak positive effect on performance.
  - B. Power and influence have a moderate negative effect on commitment.
  - C. When used effectively, power and influence increase engagement and compliance, which facilitates task performance.
  - D. The use of organizational forms of power is associated with increased affective commitment.
  - E. The engagement and compliance facilitated by power and influence decrease citizenship behaviour.
141. \_\_\_\_\_ can involve settling a contract dispute between labour and management, determining a purchasing price for products, haggling over a performance review rating, or determining the starting salary for a new employee.
- A. Ingratiation
  - B. Negotiation
  - C. Substitutability
  - D. Coalition
  - E. Organizational politics
142. In distributive bargaining, when one person gains, the other person loses. This is also known as a:
- A. total-sum condition.
  - B. partial-sum condition.
  - C. positive-sum condition.
  - D. zero-sum condition.
  - E. negative-sum condition.
143. Distributive bargaining is similar in nature to which of the following approaches to conflict resolution?
- A. Avoiding
  - B. Compromise
  - C. Competing
  - D. Collaboration
  - E. Accommodating
144. Define Power. Compare and contrast organizational powers and personal powers.  
Power can be defined as the ability to influence the behaviour of others and resist unwanted influence in return.
145. Describe the guidelines for using different types of power.

146. Identify the four contingencies of power and explain how they affect an individual's ability to influence others.
147. Briefly describe any six of the ten influence tactics and identify their effectiveness. Provide an example for each tactic.
148. Identify and briefly explain the four influence tactics that are most effective.
149. What responses can be expected from employees when an individual attempts influencing them? Explain.
150. Explain the organizational politics process.
151. Describe how conflict in the workplace can be resolved. Provide an example of each style.

152. Describe at least three situations when each of the different conflict resolution styles should be used.

153. Define negotiations. What are the two general strategies of negotiations? Explain using an example.

# Chapter 11 Key

1. Referent power operates primarily on the principle of fear.  
(p. 289) **FALSE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #1  
Difficulty Level: Moderate  
Learning Outcome: 11.2

2. The personal forms of power are more strongly related to organizational commitment and job performance than are the organizational forms.  
(p. 302) **TRUE**

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #2  
Difficulty Level: Hard  
Learning Outcome: 11.2

3. Rational persuasion is the only tactic that is consistently successful in the case of upward influence.  
(p. 292-293) **TRUE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #3  
Difficulty Level: Hard  
Learning Outcome: 11.3

4. Coalitions and collaborations are two of the most effective influence tactics.  
(p. 294) **FALSE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #4  
Difficulty Level: Moderate  
Learning Outcome: 11.3

5. Influence tactics are most successful when they are either used in combination or "softer" in nature.  
(p. 294) **TRUE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #5  
Difficulty Level: Moderate  
Learning Outcome: 11.3

6. Engagement reflects a shift in the behaviour of the employees but not their attitudes.  
(p. 294) **FALSE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #6  
Difficulty Level: Moderate  
Learning Outcome: 11.3

7. Two aspects of political skills are networking ability and social astuteness.  
(p. 296) **TRUE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #7  
Difficulty Level: Moderate  
Learning Outcome: 11.4

8. Organizational factors that are the most likely to increase politics are those that raise the level of uncertainty in the environment.  
(p. 296) **TRUE**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #8  
Difficulty Level: Moderate  
Learning Outcome: 11.4

9. In a conflict, compromise results in the best outcomes and reactions from both parties.

(p. 298) **FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #9  
Difficulty Level: Moderate  
Learning Outcome: 11.5*

10. Power and influence have a moderate negative effect on organizational commitment.

(p. 302) **FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #10  
Difficulty Level: Moderate  
Learning Outcome: 11.6*

11. Because a person has the ability to influence others does not mean he/she will actually choose to do so.

(p. 285) **TRUE**

*AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #11  
Difficulty Level: Moderate  
Learning Outcome: 11.1*

12. Organizational power and personal power are two major dimensions of power.

(p. 286) **TRUE**

*AACSB Standard: 3  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #12  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

13. Legitimate power gives a person the right to ask employees to do something outside the scope of their jobs or roles within the organization.

(p. 286) **FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #13  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

14. Reward power and coercive power are somewhat intertwined with referent power.

(p. 288) **FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #14  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

15. It is impossible for a person to possess all of the forms of power at the same time.

(p. 289) **FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #15  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

16. The situations which revolve around the idea that the more other employees depend on a person, the more powerful that person becomes, increase or decrease the degree to which individuals can use their power to influence others.

(p. 291) **TRUE**

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #16  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

17. Substitutability represents how important a person's job is and how many people depend on that person to accomplish their tasks.  
(p. 291) **FALSE**
- AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #17  
Difficulty Level: Moderate  
Learning Outcome: 11.2
18. The absolute power of the "influencer" and "influencee" is as important as the disparity between them.  
(p. 292) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #18  
Difficulty Level: Moderate  
Learning Outcome: 11.3
19. There are four types of tactics that individuals can use to try to influence others.  
(p. 293-294) **FALSE**
- AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #19  
Difficulty Level: Moderate  
Learning Outcome: 11.3
20. Ingratiation has been shown to be more effective when used as a short-term strategy.  
(p. 293) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #20  
Difficulty Level: Moderate  
Learning Outcome: 11.3
21. Apprising requires that the requestor have something of value to offer.  
(p. 293) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #21  
Difficulty Level: Easy  
Learning Outcome: 11.3
22. For a leader, compliance is the best outcome, because it results in employees putting forth the greatest level of effort in accomplishing what they are asked to do.  
(p. 294) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #22  
Difficulty Level: Moderate  
Learning Outcome: 11.3
23. Environments that are perceived as extremely political have been shown to cause higher job satisfaction, decreased strain, higher job performance, and higher organizational commitment among employees.  
(p. 295-296) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #23  
Difficulty Level: Moderate  
Learning Outcome: 11.4
24. Avoiding is an important strategy to think about when the individual has less power than the other party.  
(p. 298) **FALSE**
- AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #24  
Difficulty Level: Moderate  
Learning Outcome: 11.5

25. Individuals will typically use a competing strategy when the issue is really not that important to them but is very important to the other party.

**FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #25  
Difficulty Level: Moderate  
Learning Outcome: 11.5*

26. Collaboration is perhaps the most common form of conflict resolution whereby each party's losses are offset by gains and vice versa.

**FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #26  
Difficulty Level: Moderate  
Learning Outcome: 11.5*

27. Repeated uses of coercive power or repeated reliance on hard influence tactics such as pressure or coalitions could actually increase organizational commitment levels.

**FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #27  
Difficulty Level: Easy  
Learning Outcome: 11.6*

28. When an individual draws on coercive sources of power, a stronger emotional bond can be created with the employee, boosting affective commitment.

**FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #28  
Difficulty Level: Moderate  
Learning Outcome: 11.6*

29. Distributive bargaining is most appropriate in situations in which multiple outcomes are possible, there is an adequate level of trust, and parties are willing to be flexible.

**FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #29  
Difficulty Level: Easy  
Learning Outcome: 11.7*

30. Integrative bargaining is similar in nature to a competing approach to conflict resolution.

**FALSE**

*AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #30  
Difficulty Level: Easy  
Learning Outcome: 11.7*

31. If Lynn wants an influence tactic that is consistently successful in upward influence, she should utilize ingratiation.

**FALSE**

*AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #31  
Difficulty Level: Moderate  
Learning Outcome: 11.3*

32. \_\_\_\_\_ can be defined as the ability to influence the behaviour of others and to resist unwanted influence in return.  
(p. 285)
- A. Pressure
  - B. Power**
  - C. Ingratiation
  - D. Leadership
  - E. Substitutability

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #32  
Difficulty Level: Moderate  
Learning Outcome: 11.1

33. Major types of power can be grouped along two dimensions:  
(p. 286)
- A. internal and external
  - B. personal and professional
  - C. organizational and personal**
  - D. professional and organizational
  - E. upward and downward

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #33  
Difficulty Level: Moderate  
Learning Outcome: 11.2

34. Legitimate, reward, and coercive powers are called \_\_\_\_\_ powers.  
(p. 286)
- A. internal
  - B. personal
  - C. external
  - D. organizational**
  - E. directional

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #34  
Difficulty Level: Moderate  
Learning Outcome: 11.2

35. Expert and referent powers are called \_\_\_\_\_ powers.  
(p. 286)
- A. internal
  - B. personal**
  - C. external
  - D. organizational
  - E. directional

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #35  
Difficulty Level: Moderate  
Learning Outcome: 11.2

36. Organizational powers include which of these?  
(p. 286)
- A. Legitimate, expert, and referent
  - B. Reward, expert, and referent
  - C. Coercive, reward, and expert
  - D. Reward, expert, and legitimate
  - E. Coercive, legitimate, and reward**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #36  
Difficulty Level: Moderate  
Learning Outcome: 11.2

37. Personal powers include  
(p. 286) **A.** expert and referent  
B. reward and expert  
C. coercive and reward  
D. reward and legitimate  
E. coercive and legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #37  
Difficulty Level: Moderate  
Learning Outcome: 11.2

38. \_\_\_\_\_ power is derived from a position of authority inside the organization.  
(p. 286) **A.** Legitimate  
B. Reward  
C. Coercive  
D. Expert  
E. Referent

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #38  
Difficulty Level: Moderate  
Learning Outcome: 11.2

39. Which power is sometimes referred to as "formal authority?"  
(p. 286) A. Coercive  
B. Reward  
**C.** Legitimate  
D. Referent  
E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #39  
Difficulty Level: Moderate  
Learning Outcome: 11.2

40. Susan Summerville is a department manager at P&G, Inc. Her title and position gives Susan which of these powers?  
(p. 286) A. Expert  
B. Reward  
C. Coercive  
D. Referent  
**E.** Legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #40  
Difficulty Level: Moderate  
Learning Outcome: 11.2

41. Mary Jane, manager at Kids Klothng, asked three of her employees to stay after they closed for the day to re-do the window display and rearrange the entire floor set-up for new merchandise. Mary Jane is exercising which of these powers?  
(p. 286) A. Reward  
**B.** Legitimate  
C. Coercive  
D. Referent  
E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #41  
Difficulty Level: Moderate  
Learning Outcome: 11.2

42. \_\_\_\_\_ power exists when someone has control over the resources another person wants.

- (p. 288-289)
- A.** Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #42  
Difficulty Level: Easy  
Learning Outcome: 11.2

43. Marcus is tired of working late shift and wants better hours at Personal Deliveries International. He has decided to talk to Martha who sets the schedule for all employees at the company. Martha has which of these powers?

- (p. 287-288)
- A. Coercive
  - B. Legitimate
  - C.** Reward
  - D. Referent
  - E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #43  
Difficulty Level: Moderate  
Learning Outcome: 11.2

44. Which power exists when a person has control over punishments in an organization?

- (p. 289)
- A. Reward
  - B. Legitimate
  - C.** Coercive
  - D. Referent
  - E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #44  
Difficulty Level: Easy  
Learning Outcome: 11.2

45. Which power operates primarily on the principle of fear?

- (p. 289)
- A. Legitimate
  - B. Expert
  - C. Reward
  - D. Referent
  - E.** Coercive

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #45  
Difficulty Level: Moderate  
Learning Outcome: 11.2

46. \_\_\_\_\_ power is generally regarded as a poor form of power to use regularly, because it tends to result in negative feelings toward those that wield it.

- (p. 289)
- A. Referent
  - B. Expert
  - C. Reward
  - D.** Coercive
  - E. Legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #46  
Difficulty Level: Moderate  
Learning Outcome: 11.2

47. Which power is derived from a person's skill or knowledge on which others depend?

- (p. 289)
- A. Referent
  - B. Expert**
  - C. Reward
  - D. Coercive
  - E. Legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #47  
Difficulty Level: Easy  
Learning Outcome: 11.2

48. JoAnna has worked with computers and can identify just about anything that may not be working on any computer. All the coworkers seek her help when they run into any computer-related problems. JoAnna has which of these powers?

- (p. 289)
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent
  - E. Expert**

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #48  
Difficulty Level: Moderate  
Learning Outcome: 11.2

49. \_\_\_\_\_ power exists when others have a desire to identify and be associated with a person.

- (p. 289)
- A. Referent**
  - B. Expert
  - C. Reward
  - D. Coercive
  - E. Legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #49  
Difficulty Level: Moderate  
Learning Outcome: 11.2

50. Sally is a very popular radio talk show host. She takes people questions and offers advice on relationships of all kinds and best ways to achieve balance in life. Sally has a huge following and people actually listen to her and try to emulate her. Sally has which of these powers?

- (p. 289)
- A. Coercive
  - B. Legitimate
  - C. Reward
  - D. Referent**
  - E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #50  
Difficulty Level: Moderate  
Learning Outcome: 11.2

51. "Insist on compliance if appropriate" is a suggested guideline for using which of these powers?

- (p. 286)
- A. Coercive
  - B. Legitimate**
  - C. Reward
  - D. Referent
  - E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #51  
Difficulty Level: Moderate  
Learning Outcome: 11.2

52. "Don't promise more than you can deliver" is a suggested guideline for using which of these powers?

(p. 288-289)

- A. Coercive
- B. Legitimate
- C. Reward**
- D. Referent
- E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #52  
Difficulty Level: Moderate  
Learning Outcome: 11.2

53. "Respond to infractions promptly and without favoritism" is a suggested guideline for using which of these powers?

(p. 289)

- A. Coercive**
- B. Legitimate
- C. Reward
- D. Referent
- E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #53  
Difficulty Level: Moderate  
Learning Outcome: 11.2

54. "Provide evidence that a proposal will be successful" is a suggested guideline for using which of these powers?

(p. 289)

- A. Coercive
- B. Legitimate
- C. Reward
- D. Referent
- E. Expert**

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #54  
Difficulty Level: Moderate  
Learning Outcome: 11.2

55. "Use sincere forms of ingratiation" is a suggested guideline for using which of these powers?

(p. 289)

- A. Coercive
- B. Legitimate
- C. Reward
- D. Referent**
- E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #55  
Difficulty Level: Hard  
Learning Outcome: 11.2

56. All of these are suggested guidelines for using referent power except:

(p. 289)

- A. show acceptance and positive regard
- B. act supportive and helpful
- C. defend and back up people when appropriate
- D. do unsolicited favors
- E. offer rewards which are fair and ethical**

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #56  
Difficulty Level: Moderate  
Learning Outcome: 11.2

57. All of these are suggested guidelines for using legitimate power except:

(p. 286-288)

- A.** show acceptance and positive regard
- B. make polite, clear requests
- C. explain the reason for the request
- D. don't exceed your scope of authority
- E. follow up to verify compliance

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #57  
Difficulty Level: Hard  
Learning Outcome: 11.2

58. All of these are suggested guidelines for using expert power except:

(p. 289)

- A. provide evidence that a proposal will be successful
- B. don't make rash, careless, or inconsistent statements
- C.** provide ample warnings
- D. listen seriously to person's concerns and suggestions
- E. act confidently and decisively in a crisis

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #58  
Difficulty Level: Hard  
Learning Outcome: 11.2

59. All of these are suggested guidelines for using coercive power except:

(p. 289)

- A. Explain rules and requirements and ensure people understand the serious consequences of violations
- B.** Don't make rash, careless, or inconsistent statements
- C. Respond to infractions promptly and without favouritism
- D. Investigate to get facts before following through
- E. Provide ample warnings

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #59  
Difficulty Level: Hard  
Learning Outcome: 11.2

60. John has just recently been promoted to be a line manager. He is trying to learn about how to use the reward power. Which of the following would you suggest as a guideline for using reward power?

(p. 288-289)

- A. Explain rules and requirements and ensure people understand the serious consequences of violations
- B. Don't make rash, careless, or inconsistent statements
- C.** Don't promise more than you can deliver
- D. Listen seriously to person's concerns and suggestions
- E. Do unsolicited favours

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #60  
Difficulty Level: Hard  
Learning Outcome: 11.2

61. Which of these is not a contingency of power?

(p. 291-292)

- A. Centrality
- B. Discretion
- C. Substitutability
- D.** Ingratiation
- E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #61  
Difficulty Level: Moderate  
Learning Outcome: 11.2

62. The degree to which people have alternatives in accessing resources refers to which of these?  
(p. 291)
- A. Centrality
  - B. Discretion
  - C. Substitutability**
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #62  
Difficulty Level: Easy  
Learning Outcome: 11.2

63. \_\_\_\_\_ refers to the degree to which managers have the right to make decisions on their own.  
(p. 291-292)
- A. Centrality
  - B. Discretion**
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #63  
Difficulty Level: Easy  
Learning Outcome: 11.2

64. Which of these represents how important a person's job is and how many people depend on that person to accomplish their tasks?  
(p. 292)
- A. Centrality**
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #64  
Difficulty Level: Moderate  
Learning Outcome: 11.2

65. \_\_\_\_\_ is how aware others are of an individual's power and position.  
(p. 292)
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #65  
Difficulty Level: Easy  
Learning Outcome: 11.2

66. Kendra is a procurement manager at MK Trading. Her job entails approving all purchasing requests from various departments. However, she has the ability and authority to deny a purchase request if she is not convinced that it is necessary. Employees and department managers at MK Trading have no other alternative but to try to convince Kendra with their requests if they want to procure the items. Which contingency factor is giving Kendra the ability to influence others?  
(p. 291)
- A. Low centrality
  - B. Low discretion
  - C. Low substitutability**
  - D. Low ingratiation
  - E. Low visibility

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #66  
Difficulty Level: Moderate  
Learning Outcome: 11.2

67. (p. 291-292) Ramona is a department head supervising 14 employees. Although she has good ideas when it comes to motivating her employees, Ramona is required to follow the company's well established policies and rules. This is seriously affecting her ability to influence her employees. Which contingency factor is affecting Ramona's ability to influence others?
- A. Low centrality
  - B. Low discretion**
  - C. Low substitutability
  - D. Low ingratiation
  - E. Low visibility

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #67  
Difficulty Level: Moderate  
Learning Outcome: 11.2

68. (p. 292) \_\_\_\_\_ is the use of an actual behaviour that causes behavioural or attitudinal changes in others.
- A. Influence**
  - B. Discretion
  - C. Power
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #68  
Difficulty Level: Easy  
Learning Outcome: 11.2

69. (p. 294) All of these influence tactics are considered the "most effective" except:
- A. rational persuasion
  - B. inspirational appeals
  - C. consultation
  - D. collaboration
  - E. coalitions**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #69  
Difficulty Level: Moderate  
Learning Outcome: 11.3

70. (p. 294) On average, which of the following influence tactic is least effective?
- A. Ingratiation
  - B. Coalitions**
  - C. Consultation
  - D. Collaboration
  - E. Personal appeals

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #70  
Difficulty Level: Moderate  
Learning Outcome: 11.3

71. (p. 293) All of the following influence tactics can be considered moderately effective except:
- A. ingratiation
  - B. exchange
  - C. consultation**
  - D. apprising
  - E. personal appeals

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #71  
Difficulty Level: Moderate  
Learning Outcome: 11.3

72. Which of the following influence tactic is "moderately effective" on average?

(p. 293)

- A.** Ingratiation
- B. Coalitions
- C. Consultation
- D. Collaboration
- E. Inspirational appeals

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #72  
Difficulty Level: Moderate  
Learning Outcome: 11.3

73. Which of the following influence tactic is considered "most effective" on average?

(p. 293)

- A. Ingratiation
- B. Coalitions
- C.** Consultation
- D. Exchange
- E. Personal appeals

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #73  
Difficulty Level: Moderate  
Learning Outcome: 11.3

74. Any time Rodney needs to convince others, he brings logical arguments and hard facts. It is very difficult to not see his viewpoint and consider his requests when he asks for something. Rodney is using which of these influence tactics?

(p. 292-293)

- A.** Rational persuasion
- B. Inspirational appeals
- C. Consultation
- D. Ingratiation
- E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #74  
Difficulty Level: Moderate  
Learning Outcome: 11.3

75. As a manager, Marci has figured out what makes her employees fired up. She makes every effort to connect her important requests to their values and ideals, thereby creating an emotional and attitudinal reaction. Marci is using which of these influence tactics?

(p. 293)

- A. Rational persuasion
- B.** Inspirational appeals
- C. Consultation
- D. Ingratiation
- E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #75  
Difficulty Level: Moderate  
Learning Outcome: 11.3

76. (p. 293) The Dean of College of Business at EduNational University has decided to pursue a coveted accreditation for the college. To get the faculty's buy-in and support for the process, she has created a faculty-driven process where faculty participate in the accreditation process every step of the way and they decide how to carry out the process under her guidance. This process has increased the faculty commitment who now have a stake in seeing the process succeed and the goal of accreditation accomplished. The Dean has used which of these influence tactics?

- A. Rational persuasion
- B. Personal appeals
- C. Consultation**
- D. Ingratiation
- E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #76  
Difficulty Level: Hard  
Learning Outcome: 11.3

77. (p. 293) \_\_\_\_\_ is the use of favors, compliments, or friendly behaviour to make the target feel better about the influencer.

- A. Apprising
- B. Personal appeals
- C. Consultation
- D. Ingratiation**
- E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #77  
Difficulty Level: Moderate  
Learning Outcome: 11.3

78. (p. 293) "Sucking up" refers to which of these influence tactics?

- A. Apprising
- B. Ingratiation**
- C. Coalitions
- D. Personal appeals
- E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #78  
Difficulty Level: Moderate  
Learning Outcome: 11.3

79. (p. 293) Stacy is the department manager at UL Industries, an electronic appliance manufacturer. In order to meet the sales target that Stacy has, she offered to her sales staff the following deal: If each individual increased their sales target by 20 percent for the month, she would meet the company's goals. If she meets the company's goals, all employees in sales gets a three day paid vacation to the nearby resort. Stacy is using which of these influence tactics?

- A. Pressure
- B. Ingratiation
- C. Coalitions
- D. Personal appeals
- E. Exchange**

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #79  
Difficulty Level: Moderate  
Learning Outcome: 11.3

80. Which of these occurs when the requestor clearly explains why performing the request will benefit the target personally?  
(p. 293)
- A.** Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #80  
Difficulty Level: Moderate  
Learning Outcome: 11.3

81. Which of these is the use of coercive power through threats and demands?  
(p. 294)
- A. Apprising
  - B. Ingratiation
  - C. Coalitions
  - D. Personal appeals
  - E.** Pressure

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #81  
Difficulty Level: Easy  
Learning Outcome: 11.3

82. In order to bring Josh, the marketing manager, on board with the idea of new product introduction at Mountain City Coffee, Evan, the operations manager, enlisted the help of Laura and Ellen, two top sales people for the company. Evan is using which of the influence tactics?  
(p. 294)
- A. Apprising
  - B. Ingratiation
  - C.** Coalitions
  - D. Personal appeals
  - E. Pressure

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #82  
Difficulty Level: Moderate  
Learning Outcome: 11.3

83. Behavioural and attitudinal change occurs in which of the responses to influence attempts?  
(p. 294)
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E.** Engagement

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #83  
Difficulty Level: Hard  
Learning Outcome: 11.3

84. Only behavioural change occurs in which of the responses to influence attempts?  
(p. 294-295)
- A. Resistance
  - B. Ingratiation
  - C.** Compliance
  - D. Personal appeals
  - E. Engagement

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #84  
Difficulty Level: Hard  
Learning Outcome: 11.3

85. In which of the responses to influence attempts there is no behavioural or attitudinal change that takes place?  
(p. 295)
- A.** Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E. Engagement

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #85  
Difficulty Level: Moderate  
Learning Outcome: 11.3

86. When the target of influence agrees with and becomes committed to the influence request, which of the following responses to influence tactics occurs?  
(p. 294)
- A. Resistance
  - B. Ingratiation
  - C. Compliance
  - D. Personal appeals
  - E.** Engagement

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #86  
Difficulty Level: Moderate  
Learning Outcome: 11.3

87. Which of these responses to influence tactics occurs when targets of influence are willing to do what the an individual asks, but they do it with a degree of ambivalence?  
(p. 294-295)
- A. Resistance
  - B. Ingratiation
  - C.** Compliance
  - D. Personal appeals
  - E. Engagement

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #87  
Difficulty Level: Moderate  
Learning Outcome: 11.3

88. Actions by individuals that are directed toward the goal of furthering their own self-interests refer to which of these?  
(p. 295)
- A. Leadership
  - B. Power
  - C. Negotiation
  - D.** Organizational politics
  - E. Substitutability

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #88  
Difficulty Level: Easy  
Learning Outcome: 11.4

89. Shawn has the ability to effectively understand others at Trade Tools, Inc. (TTI), where he is a manager, and he can use that knowledge to influence others in ways that enhance his own and/or TTI's objectives. Shawn's ability can be described as which of these?  
(p. 296)
- A. Conceptual skills
  - B. Ingratiation skills
  - C.** Political skills
  - D. Negotiation skills
  - E. Technical skills

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #89  
Difficulty Level: Moderate  
Learning Outcome: 11.4

90. Political skill involves all of these except

(p. 296)

- A. social astuteness
- B. networking ability
- C. interpersonal influence
- D. apparent sincerity
- E. technical know how**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #90  
Difficulty Level: Hard  
Learning Outcome: 11.4

91. All of these are organizational characteristics that foster organizational politics except

(p. 297)

- A. limited resources
- B. low self-monitoring**
- C. ambiguity in roles
- D. high performance pressure
- E. unclear performance evaluations

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #91  
Difficulty Level: Moderate  
Learning Outcome: 11.4

92. Which of these is a personal characteristic that fosters organizational politics?

(p. 297)

- A. Machiavellianism**
- B. Limited resources
- C. Ambiguity in roles
- D. High performance pressure
- E. Unclear performance evaluations

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #92  
Difficulty Level: Moderate  
Learning Outcome: 11.4

93. High assertiveness and low cooperation represents which style of conflict resolution?

(p. 298)

- A. Competing**
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #93  
Difficulty Level: Moderate  
Learning Outcome: 11.5

94. Low assertiveness and low cooperation represents which style of conflict resolution?

(p. 298)

- A. Competing
- B. Avoiding**
- C. Collaborating
- D. Compromise
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #94  
Difficulty Level: Moderate  
Learning Outcome: 11.5

95. Low assertiveness and High cooperation represents which style of conflict resolution?

(p. 298)

- A. Competing
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #95  
Difficulty Level: Moderate  
Learning Outcome: 11.5

96. High assertiveness and high cooperation represents which style of conflict resolution?

(p. 298)

- A. Competing
- B. Avoiding
- C. Collaborating**
- D. Compromise
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #96  
Difficulty Level: Moderate  
Learning Outcome: 11.5

97. Moderate assertiveness and Moderate cooperation represents which style of conflict resolution?

(p. 298)

- A. Competing
- B. Avoiding
- C. Collaborating
- D. Compromise**
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #97  
Difficulty Level: Moderate  
Learning Outcome: 11.5

98. In a conflict situation, when Rohan attempts to get his own goals met without concern for the other party, he is utilizing which of these conflict resolution styles?

(p. 298)

- A. Competing**
- B. Avoiding
- C. Collaborating
- D. Compromise
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #98  
Difficulty Level: Moderate  
Learning Outcome: 11.5

99. Which style of conflict resolution creates a win-lose approach?

(p. 298)

- A. Avoiding
- B. Compromise
- C. Collaborating
- D. Competing**
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #99  
Difficulty Level: Moderate  
Learning Outcome: 11.5

100. Which style of conflict resolution creates a win-win approach?

(p. 298)

- A. Avoiding
- B. Compromise
- C. Collaborating**
- D. Competing
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #100  
Difficulty Level: Moderate  
Learning Outcome: 11.5

101. Which style of conflict resolution creates a lose-lose approach?

(p. 298)

- A. Avoiding**
- B. Compromise
- C. Collaborating
- D. Competing
- E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #101  
Difficulty Level: Moderate  
Learning Outcome: 11.5

102. \_\_\_\_\_ occurs when one party wants to remain neutral or stay away from conflict to let things cool down.

(p. 298)

- A. Accommodating
- B. Compromise
- C. Collaborating
- D. Competing
- E. Avoiding**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #102  
Difficulty Level: Moderate  
Learning Outcome: 11.5

103. In a conflict with Sara, Margie gives in to all of Sara's demands and acts in a completely unselfish way. This describes which style of conflict resolution?

(p. 298)

- A. Accommodating**
- B. Compromise
- C. Collaborating
- D. Competing
- E. Avoiding

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #103  
Difficulty Level: Moderate  
Learning Outcome: 11.5

104. When both parties work together to maximize outcomes, which style of conflict resolution occurs?

(p. 298)

- A. Accommodating
- B. Compromise
- C. Collaborating**
- D. Competing
- E. Avoiding

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #104  
Difficulty Level: Moderate  
Learning Outcome: 11.5

105. Which style of conflict resolution is generally regarded as the most effective?

- (p. 298)
- A. Accommodating
  - B. Compromise
  - C. Collaborating**
  - D. Competing
  - E. Avoiding

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #105  
Difficulty Level: Moderate  
Learning Outcome: 11.5

106. Which form of conflict resolution is the most common?

- (p. 298)
- A. Accommodating
  - B. Compromise**
  - C. Collaborating
  - D. Competing
  - E. Avoiding

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #106  
Difficulty Level: Moderate  
Learning Outcome: 11.5

107. A competing conflict resolution style should be used during all of these situations except

- (p. 299)
- A. when quick decisive action is vital
  - B. on important issues for which unpopular actions need implementation
  - C. on issues vital to company welfare when you know you are right
  - D. against people who take advantage of noncompetitive people
  - E. to build social credits for later issues**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #107  
Difficulty Level: Moderate  
Learning Outcome: 11.5

108. An avoiding conflict resolution style should be used during all of these situations except

- (p. 299)
- A. when an issue is trivial
  - B. when potential disruption outweighs the benefits of resolution
  - C. on issues vital to company welfare when you know you are right**
  - D. to let people cool down and regain perspective
  - E. when others can resolve the conflict more effectively

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #108  
Difficulty Level: Moderate  
Learning Outcome: 11.5

109. A collaborating conflict resolution style should be used during which of these situations?

- (p. 299)
- A. When an issue is trivial
  - B. To merge insights from people with different perspectives**
  - C. On issues vital to company welfare when you know you are right
  - D. To let people cool down and regain perspective
  - E. When others can resolve the conflict more effectively

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #109  
Difficulty Level: Moderate  
Learning Outcome: 11.5

110. An accommodating conflict resolution style should be used during all of these situations except  
(p. 299)
- A. to build social credits for later issues
  - B. when harmony and stability are especially important
  - C. to minimize loss when you are outmatched and losing
  - D. to allow subordinates to develop by learning from mistakes
  - E.** to achieve temporary settlements to complex issues

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #110  
Difficulty Level: Moderate  
Learning Outcome: 11.5

111. Power and influence have a \_\_\_\_\_ effect on performance and a \_\_\_\_\_ effect on commitment.  
(p. 302)
- A. moderate positive; moderate negative
  - B. strong positive; strong negative
  - C.** moderate positive; moderate positive
  - D. strong negative; strong positive
  - E. weak positive; moderate negative

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #111  
Difficulty Level: Moderate  
Learning Outcome: 11.6

112. A process in which two or more independent individuals discuss and attempt to come to an agreement about their different preferences refers to  
(p. 303)
- A. ingratiation
  - B.** negotiation
  - C. substitutability
  - D. coalition
  - E. organizational politics

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #112  
Difficulty Level: Moderate  
Learning Outcome: 11.7

113. Which of these involves a win-lose negotiating over a "fixed-pie" of resources?  
(p. 304)
- A. Substitutability
  - B. Ingratiation
  - C.** Distributive bargaining
  - D. Coalition building
  - E. Integrative bargaining

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #113  
Difficulty Level: Moderate  
Learning Outcome: 11.7

114. \_\_\_\_\_ is aimed at accomplishing a win-win scenario by using problem solving and mutual respect to achieve an outcome that is satisfying to both parties.  
(p. 304)
- A. Substitutability
  - B. Ingratiation
  - C. Distributive bargaining
  - D. Coalition building
  - E.** Integrative bargaining

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #114  
Difficulty Level: Moderate  
Learning Outcome: 11.7

### **Scenario: Senior Centers of America**

Tom, Dick, and Harry are employees at Senior Centers of America (SCA). They report to Mary who is the department manager. Mary has tremendous amount of freedom to make decisions on how she manages her employees. Mary recently gave Tom the preferred shift for his outstanding service to the senior citizens of SCA along with an employee of the month award. In his acceptance speech, Tom indicated he is simply trying to emulate Harry who is so liked by all the seniors at SCA. He admires Harry and has learned so much by just observing him. Dick, feeling left out, has started to enlist other employees in the department to help influence Mary for next month's award.

*Colquitt - Chapter 11*

115. Given her position as the department manager, Mary has which of these powers?  
(p. 286)
- A. Reward
  - B. Legitimate**
  - C. Coercive
  - D. Referent
  - E. Expert

*AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #115  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

116. Harry commands which of these powers?  
(p. 289)
- A. Reward
  - B. Legitimate
  - C. Coercive
  - D. Referent**
  - E. Expert

*AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #116  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

117. When Mary gives Tom his preferred shift, she is exhibiting which of these powers?  
(p. 288-289)
- A. Reward**
  - B. Legitimate
  - C. Coercive
  - D. Referent
  - E. Expert

*AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #117  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

118. Tom is utilizing which influence tactics?  
(p. 293)
- A. Pressure
  - B. Ingratiation**
  - C. Coalitions
  - D. Personal appeals
  - E. Exchange

*AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #118  
Difficulty Level: Moderate  
Learning Outcome: 11.3*

119. Mary's freedom to make her decisions describes which contingency of power?

- (p. 291-292)
- A. Influence
  - B. Discretion**
  - C. Power
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #119  
Difficulty Level: Easy  
Learning Outcome: 11.2

**Scenario: City Place, Inc**

A project team at City Place, Inc. (CPI) is in a high strung conflict situation about which of three new products to introduce. Susan, the vice-president of new products, is looking for a win-win situation in resolving this conflict. However, Amanda is being very aggressive about her choice and is clearly unwilling to cooperate. Wanda wants the team members to get along and move forward so she argues that she is willing to give in to Amanda's preference for new product introduction. Lynn is quite tired of the team bickering and has decided to read up on and pursue the most effective influence tactics so she can bring about a change in her team.

Colquitt - Chapter 11

120. Susan is looking for which style of conflict resolution?

- (p. 293)
- A. Competing
  - B. Avoiding
  - C. Collaborating**
  - D. Compromise
  - E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #120  
Difficulty Level: Moderate  
Learning Outcome: 11.5

121. Amanda appears to be exhibiting which style of conflict resolution?

- (p. 298)
- A. Competing**
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #121  
Difficulty Level: Moderate  
Learning Outcome: 11.5

122. Wanda shows which style of conflict resolution?

- (p. 298)
- A. Competing
  - B. Avoiding
  - C. Collaborating
  - D. Compromise
  - E. Accommodating**

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #122  
Difficulty Level: Moderate  
Learning Outcome: 11.5

123. Lynn should know that all of these influence tactics are the most effective on average except:  
(p. 294) A. collaboration  
B. inspirational appeals  
C. consultation  
**D. coalitions**  
E. rational persuasion

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #123  
Difficulty Level: Moderate  
Learning Outcome: 11.3

124. \_\_\_\_\_ power exists when one person believes that another has the ability to punish him/her and is  
(p. 289) willing to use that power.  
A. Referent  
B. Expert  
C. Reward  
**D. Coercive**  
E. Legitimate

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #124  
Difficulty Level: Moderate  
Learning Outcome: 11.2

125. Bill Clinton, Angelina Jolie, and Peyton Manning possess which of the following powers to some  
(p. 289) degree because others want to emulate them?  
A. Coercive  
B. Legitimate  
C. Reward  
**D. Referent**  
E. Expert

AACSB Standard: 6  
Bloom's Taxonomy: Application  
Colquitt - Chapter 11 #125  
Difficulty Level: Moderate  
Learning Outcome: 11.2

126. Oprah Winfrey is the chairperson of Harpo, Inc. The people who watch Oprah on TV or listen to her  
(p. 289) on satellite radio admire her views and often seek to emulate her actions. This suggests that Oprah Winfrey clearly wields an incredible amount of \_\_\_\_\_ power.  
A. coercive  
B. legitimate  
C. reward  
**D. referent**  
E. expert

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #126  
Difficulty Level: Moderate  
Learning Outcome: 11.2

127. Individuals that control resources to which no one else has access can use their power to gain greater  
(p. 291) influence. This is associated with which of the following contingency factors?  
A. Centrality  
B. Discretion  
**C. Substitutability**  
D. Ingratiation  
E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #127  
Difficulty Level: Easy  
Learning Outcome: 11.2

128. When managers are forced to follow organizational policies and rules, their ability to influence others is reduced. This explains which contingency factor?  
(p. 291-292)
- A. Centrality
  - B. Discretion**
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #128  
Difficulty Level: Easy  
Learning Outcome: 11.2

129. Individuals who perform critical tasks and interact with others regularly have a greater ability to use their power to influence others. These individuals exhibit which contingency factor?  
(p. 292)
- A. Centrality**
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #129  
Difficulty Level: Moderate  
Learning Outcome: 11.2

130. If everyone knows that an individual has a certain level of power, the ability to use that power to influence others is likely to be high. Which contingency factor is expressed in this statement?  
(p. 292)
- A. Centrality
  - B. Discretion
  - C. Substitutability
  - D. Ingratiation
  - E. Visibility**

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #130  
Difficulty Level: Easy  
Learning Outcome: 11.2

131. To use \_\_\_\_\_ effectively, individuals must have insight into what kinds of things are important to the target.  
(p. 293)
- A. rational persuasion
  - B. inspirational appeals**
  - C. consultation
  - D. ingratiation
  - E. exchange

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #131  
Difficulty Level: Moderate  
Learning Outcome: 11.3

132. Which tactic increases commitment from a target, who now has a stake in seeing that his/her opinions were right?  
(p. 293)
- A. Rational persuasion
  - B. Personal appeals
  - C. Consultation**
  - D. Ingratiation
  - E. Exchange

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #132  
Difficulty Level: Moderate  
Learning Outcome: 11.3

133. \_\_\_\_\_ involves the individual helping complete the task, providing required resources, or removing obstacles that make task completion difficult.
- A. Rational persuasion
  - B. Personal appeals
  - C. Collaboration**
  - D. Ingratiation
  - E. Exchange

AACSB Standard: 3  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #133  
Difficulty Level: Moderate  
Learning Outcome: 11.3

134. Some employees are willing to manipulate and deceive others to acquire power. Which of the following tendencies do such employees have?
- A. Ingratiation
  - B. Egoism
  - C. Machiavellian**
  - D. Substitutability
  - E. Narcissism

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #134  
Difficulty Level: Moderate  
Learning Outcome: 11.4

135. \_\_\_\_\_ occurs most often when one party has high levels of organizational power and can use legitimate or coercive power to settle the conflict.
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing**
  - E. Accommodating

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #135  
Difficulty Level: Moderate  
Learning Outcome: 11.5

136. Which style should be used in a situation in which the individual knows he or she is right and a quick decision needs to be made?
- A. Avoiding
  - B. Compromise
  - C. Collaborating
  - D. Competing**
  - E. Accommodating

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #136  
Difficulty Level: Moderate  
Learning Outcome: 11.5

137. Which of the following can never really resolve a conflict?
- A. Avoiding**
  - B. Compromise
  - C. Collaborating
  - D. Competing
  - E. Accommodating

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #137  
Difficulty Level: Moderate  
Learning Outcome: 11.5

138. Which strategy is used by the individuals when the issue is really not that important to them but is very important to the other party?

(p. 298)

- A.** Accommodating
- B. Compromise
- C. Collaborating
- D. Competing
- E. Avoiding

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #138  
Difficulty Level: Moderate  
Learning Outcome: 11.5

139. Which form of conflict resolution requires full sharing of information by both parties, a full discussion of concerns, relatively equal power between parties, and a lot of time investment to arrive at a resolution?

(p. 298)

- A. Accommodating
- B. Compromise
- C.** Collaboration
- D. Competing
- E. Avoiding

AACSB Standard: 6  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #139  
Difficulty Level: Moderate  
Learning Outcome: 11.5

140. Which of the following statements about the effects of power and influence on performance and commitment is true?

(p. 302)

- A. Power and influence have a weak positive effect on performance.
- B. Power and influence have a moderate negative effect on commitment.
- C.** When used effectively, power and influence increase engagement and compliance, which facilitates task performance.
- D. The use of organizational forms of power is associated with increased affective commitment.
- E. The engagement and compliance facilitated by power and influence decrease citizenship behaviour.

AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #140  
Difficulty Level: Moderate  
Learning Outcome: 11.6

141. \_\_\_\_\_ can involve settling a contract dispute between labour and management, determining a purchasing price for products, haggling over a performance review rating, or determining the starting salary for a new employee.

(p. 303)

- A. Ingratiation
- B.** Negotiation
- C. Substitutability
- D. Coalition
- E. Organizational politics

AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #141  
Difficulty Level: Moderate  
Learning Outcome: 11.7

142. In distributive bargaining, when one person gains, the other person loses. This is also known as a:  
(p. 304)
- A. total-sum condition.
  - B. partial-sum condition.
  - C. positive-sum condition.
  - D. zero-sum condition.**
  - E. negative-sum condition.

*AACSB Standard: 3  
Bloom's Taxonomy: Knowledge  
Colquitt - Chapter 11 #142  
Difficulty Level: Moderate  
Learning Outcome: 11.7*

143. Distributive bargaining is similar in nature to which of the following approaches to conflict resolution?  
(p. 304)
- A. Avoiding
  - B. Compromise
  - C. Competing**
  - D. Collaboration
  - E. Accommodating

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #143  
Difficulty Level: Moderate  
Learning Outcome: 11.7*

144. Define Power. Compare and contrast organizational powers and personal powers.  
(p. 285-292)
- Power can be defined as the ability to influence the behaviour of others and resist unwanted influence in return.

Organizational powers are legitimate, reward and coercive powers. They are derived primarily from a person's position. Personal powers are expert and referent. It is possible for a person to possess all the forms of power at the same time, however, generally speaking, personal forms of power are more strongly related to organizational commitment and job performance than are the organizational forms.

*AACSB Standard: 6  
Bloom's Taxonomy: Analysis  
Colquitt - Chapter 11 #144  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

145. Describe the guidelines for using different types of power.  
(p. 291)

Please see Table 11-2 in the text.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #145  
Difficulty Level: Hard  
Learning Outcome: 11.2*

146. Identify the four contingencies of power and explain how they affect an individual's ability to influence others.  
(p. 291-292)

The four contingencies are: substitutability, centrality, discretion, and visibility. Please see Table 11-3 in the text.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #146  
Difficulty Level: Moderate  
Learning Outcome: 11.2*

147. Briefly describe any six of the ten influence tactics and identify their effectiveness. Provide an example for each tactic.  
(p. 292-294)

Please see Figure 11-2 in the text. Student responses to the second part of the question will vary.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #147  
Difficulty Level: Moderate  
Learning Outcome: 11.3*

148. Identify and briefly explain the four influence tactics that are most effective.  
(p. 292-294)

Student should explain: rational persuasion, consultation, inspirational appeals, and collaboration.  
Please see Figure 11-2 in the text.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #148  
Difficulty Level: Moderate  
Learning Outcome: 11.3*

149. What responses can be expected from employees when an individual attempts influencing them? Explain.  
(p. 294-295)

Please see Figure 11-3 in the text for responses to influence attempts.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #149  
Difficulty Level: Moderate  
Learning Outcome: 11.3*

150. Explain the organizational politics process.  
(p. 297)

Please see Figure 11-4 in the text for organizational politics process.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #150  
Difficulty Level: Hard  
Learning Outcome: 11.4*

151. Describe how conflict in the workplace can be resolved. Provide an example of each style.  
(p. 296-298)

Please see Figure 11-5 in the text for styles of conflict resolution.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #151  
Difficulty Level: Moderate  
Learning Outcome: 11.5*

152. Describe at least three situations when each of the different conflict resolution styles should be used.  
(p. 299)

Please see Table 11-4 in the text for when to use conflict resolution styles.

*AACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #152  
Difficulty Level: Moderate  
Learning Outcome: 11.5*

153. Define negotiations. What are the two general strategies of negotiations? Explain using an example.  
(p. 303-304)

Negotiation is a process in which two or more independent individuals discuss and attempt to come to an agreement about their different preferences. The two strategies are distributive (win-lose) and integrative bargaining (win-win).

*ACSB Standard: 6  
Bloom's Taxonomy: Comprehension  
Colquitt - Chapter 11 #153  
Difficulty Level: Moderate  
Learning Outcome: 11.7*

## Chapter 11 Summary

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